

Plan and Summary Report

African American Elders Project Transition to a Community Based
Management and Governance Structure

Prepared for the Human Services Department, Aging and Disability Services

By

Global Consulting

April 30, 2004

**Plan and Summary Report
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Management and Governance Structure**

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Plan and Summary Report African American Elders Project, Transition to Community Based Management and Governance Structure

I. Introduction and Background

Initiation of the AAEP Transition Project

The City of Seattle's Aging & Disability Services (ADS) of the Human Services Department is the lead organization for the Mayor's Council for the African American Elderly (MCAAE). The MCAAE was created in 1995 by Mayor Norm Rice to oversee the development of a comprehensive continuum of services to serve the needs of African American elders. Much of the Council's efforts to date have focused on developing, shaping and ensuring the future of the specialized services known as the African American elders Project (AAEP). From the inception of the AAEP, the Council's intention was to transfer the service delivery effort to a nonprofit community-based organization. In recent months, the Council has been engaged in a process of examining its purpose, mission and goals including the goal of transferring the AAEP to a nonprofit entity. ADS and the Council have determined that they now need to move forward immediately to lay the foundation for the transfer.

ADS invited Global Consulting to prepare a proposal for developing and implementing plans to recruit Council members and develop a plan to transfer the AAEP to an existing nonprofit organization and a plan to "spin-off" the AAEP to a newly established nonprofit entity. ADS wanted to complete the planning and implementation aspects of the project by December 31, 2003. Global prepared a proposal that included a work plan and a budget for the project.

Rationale for Transition Project

To effectively implement the transition, the rationale must be clear and transparent. To ensure clarity and transparency, all participants in the planning process will be asked to engage in a series of discussions to clarify the intent of the project when originally developed and its current status. These discussions will include members of the MCAAE, ADS staff and members of the AAEP Transition Steering Committee. The Steering Committee will include representation from the AAEP partners.

The discussions resulted in a document entitled "Pros and Cons of the AAEP Transition". It provides the basis for moving forward with the transition at this time. A copy is included in the Appendix.

II. Project Objectives

The objectives for the project evolved over time. Global Consulting included four project objectives in the original proposal. They were:

1. Develop a plan to transfer the AAEP to an existing nonprofit organization.
2. Develop and implement a plan and process to recruit and retain MCAAE members.
3. Develop a plan to "spin off" the AAEP to a newly established entity.
4. Design and facilitate a process and structure to accomplish project goals and objectives.

As it became apparent that other work needed to be done, these objectives morphed into the following list:

1. To ensure a continuation and expansion of services for Seattle's African American frail elders by transitioning the African American Elders Project to a community-based management and governance structure.
2. To strengthen the Mayor's Council on African American Elders by improving the recruitment and retention of Council members and implementing policies and procedures that improve Council operations.
3. To design and implement a community input process to determine the level of community awareness of the needs of African American elders, the availability of services to meet those needs and to gather input into the transition of the AAEP to a community-based management and governance structure.
4. To design and implement a process for selecting a nonprofit organization with the interest and capacity to contract with the city to provide management and governance for the AAEP project.
5. To design and implement a process and structure to accomplish the transition project objectives.

Objectives number 1, 3 and 4 are related to the goal of transitioning the AAEP to community-based management and governance. Objective 2 reflects the goal of strengthening the Mayor's Council and Objective number 5 focuses on the goal of designing an appropriate structure and process that will help ensure success of the project.

III. Project Planning Approach and Strategies

Planning Approach

The planning approach recommended by Global Consulting involves planning committees and teams that work together throughout the development and implementation of plans and processes. The *Executive Sponsors* includes top organizational decision makers. This group provides critical feedback, support and encouragement for the planning process. The members are available to help solve major problems and remove roadblocks that impede the progress of the project. The *Design Team* includes 3-5 individuals with critical, technical and administrative knowledge relevant to the project work. They work closely with the consultant to identify and solve problems, design processes and approaches and recommend technical and administrative strategies for implementing aspects of the project. This group resolves problems that get in the way of achieving day-to-day project strategies. They consult with Executive Sponsors and integrate new information into the work of the Team. The *Steering Committee* includes representation from key internal and external stakeholders. They help identify strategies and provide advice and support to the Design Team for developing and implementing these strategies. This Committee includes members of the Design Team.

Key Planning Strategies

The size and complexity of the project requires a disciplined approach to planning and implementation. Accordingly, Global recommends the following planning strategies:

- Follow a written work plan that includes activities, completion dates and identifies the individual, team or committee that is responsible.
- Ensure support of Executive Sponsors
- Develop job descriptions for member of the Steering Committee
- Focus on MCAAE recruitment process and review and revise the Council structure
- Document all decisions
- Describe the propose AAEP
- Keep stakeholders informed through regular written reports
- Develop an objective process for selection of nonprofit agency
- Describe the transition process

Planning Outcomes

Aging and Disabilities Services seeks the following outcomes for the project:

- Statement of commitment from Executive Sponsors
- MCAAE member recruitment and retention plan/Draft plan to strengthen the Council
- Community input data and information/Community input survey
- Program description for AAEP
- Process for selecting the nonprofit affiliate
- A operating agreement for the nonprofit affiliate
- Interim governance structure for the nonprofit affiliate
- Spin-off plan for the AAEP
- Reports to Executive Sponsors
- Final reports and briefings

IV. AAEP Community Input Initiative – Goals and Strategies

Goals

From December 2003 to March 2004, the Mayor's Council on African American Elders and a Steering Committee of community representatives and public employees conducted a study of the needs of African American elders in Seattle and South King County. The study had two major goals: to produce recommendations that could be implemented with regard to improving assistance and services for African American frail elders and to determine community knowledge and awareness of community-based managed and governed services for the African American frail elderly. The study also sought community feedback on plans to transition the African American Elders Project to a community-based management and governance structure; a nonprofit community-based organization.

Strategies

The original proposal for the project included a step for data collection. However, the specific data collection activities were not clear until several weeks later. The Design Team and Steering Committee commissioned the *Community Input Initiative*, the collection of data and information from the community regarding services for African American elders.

The study included three phases to document the needs of African American elders in Seattle and South King County. The first phase was a series of focus groups that sought to determine the level of knowledge of the community about the needs of elders and the availability of services. The focus groups also sought to determine the level of support for community governed and managed services for African American elders. The second phase was key informant interviews designed to look more deeply at systematic issues that impact needs and services for elders. The third phase, the community survey, was designed to get broader input and to confirm the information gathered in the first two phases.

This study was initiated as part of a larger project to develop a plan to transition the African American Elders Project from its current location within local government to a community-based management and governance structure. The African American Elders Project provides services for African American elders in Seattle. The ongoing work on this plan led to broader discussions about the need to understand community awareness and perceptions of the needs and services for African American elders in Seattle and South King County and to gauge the level of support for community-based services. It was clear that the planning group did not have answers these questions.

Members of the Steering Committee the AAEP Transition Design Team identified issues that the study might address. They formulated a series of assumptions and questions for the study. For example, they projected that access to services is a major issue and concern and that income is a contributing factor. They also projected that cultural issues contribute to the failure of elders to use services that were available. These questions and assumptions led to the development of questions for a *Pilot Focus* that included a select group of individuals. The Pilot Focus Group tested assumptions about the perceptions of need and the availability of services for elders and the specific questions proposed by the committee and team. The results informed the development of questions for the remaining focus groups, the key informant interviews and the community survey.

V. Selecting and Contracting with the Nonprofit Affiliate – Goals, Approaches and Other Challenges and Issues

Goals

A process should be designed to select a nonprofit affiliate that can take on the management and governance of the AAEP. The goals for the process are as follows:

- A transparent process
- An objective process
- A capable nonprofit organization
- An organization that can contract with the City

Approach

The approach for identifying and selecting the nonprofit affiliate organization should include the following:

- Identify a diverse set of potential candidates
- A verbal expression of interest from each candidate organization
- Screen interested candidates using pre-screening criteria
- Review organizational information provided by “screened-in” organizations using selection criteria
- Rank candidates based on criteria

- Perform site visits to 3-4 top candidates
- Select nonprofit organization
- Initiate contract negotiations
- Award contract

Contracting With Nonprofit Affiliate

It is critical to design a contracting process that meets the requirements of the City of Seattle. Thus, ADS contracting staff should be consulted and included in the design work. The contracting process should address key issues, including the following:

- The level of funds available for the AAEP project
- The transition of AAEP resources to the nonprofit affiliate
- The timeframe for transfer of resources
- Key thresholds requirements that the affiliate must meet to receive resources and support
- Treatment of current project staff
- Clarification of service expectations

VI. MCAAE Development Project – Goals and Strategies

Goals

The Mayor's Council on African American Elders has been in the process of clarifying its role as a council and its future role relative to the AAEP project. During 1993, the council developed a new mission statement and a revised work plan. Efforts to develop a work plan based on the new mission statement are continuing even as the AAEP transition project is underway. The focus, however, is on strengthening the council through improving member recruitment and retention and devising a Council structure that will be appropriate for the changing council environment.

Strategies

1. Assess Council operations
2. Update or clarify council operations and expectations
3. Assess council member needs
4. Establish recruitment goals
5. Select recruitment strategies
6. Recommend a council structure

Global Consulting drafted a plan for council development. It is attached to this report.

VII. Brief Summary of Primary Accomplishments and Status of Project Implementation

The project was designed as a planning and implementation project. The strategy was to develop plans for all phases of the project and implement as many of the plans as possible. In the end, the Design Team was able to implement most of the plans. Two primary activities will not be implemented by April 30, 2004. They are final selection and contracting with a nonprofit affiliate organization and implementation of the total plan for strengthening the MCAAE. However, the selection and contracting with the nonprofit affiliate should be completed by July 30, 2004.

Following is a list of the major accomplishments of the project:

1. Convened an outstanding Steering Committee for the project. The committee was instrumental in assisting in all phases of the project. Their work to develop the "Pros and Cons of the AAEP Transition" and the "Criteria for Selecting an AAEP Affiliate Organization", is particularly notable.
2. Conducted a comprehensive and informative study of almost 90 members of the African American community of Seattle and South King County on awareness of the needs and available services for African American elders in Seattle and So
3. Developed a large cache of information from the Community Input Initiative that can be useful in developing future programs and activities.
4. Identified qualified, but clear, support for the transition of the African American Elders Project to a community-base management and governance structure.
5. Develop new and refined existing processes to keep all stakeholders informed about the project.
6. Develop a revised service model for the AAEP as part of a community-based nonprofit organization.
7. Designed an especially objective process for selecting the nonprofit affiliate organization
8. Policies, procedures, forms and directions for recruiting Council members.

VIII. Appendix

The Appendix includes key plans, policies, procedures strategies and studies develop during the project period.

Appendix A: African American Elders Project Transition, Pros and Cons of the AAEP Transition AAEP Steering Committee, 2003-2004

The AAEP was established in 1997. It is managed by a partnership that includes the Human Services Department, Aging and Disability Services (ADS), Public Health: Seattle and King County, Senior Services and the Mayor's Council on African American Elders. In 2003, the partnership initiated a project to transition the AAEP to a community-based management and governance structure.

At its October 29th meeting, the AAEP Transition Steering Committee brainstormed the question: What are the pros and cons of transitioning the AAEP to a community-based management and governance structure? This session was followed by other sessions to discuss and refine responses to the question.

Members of the partnership and the Steering Committee will use the results of this brainstorm and dialogue to formulate responses to individuals and organizations that support the project as well as those that are skeptical. The results will also be used in updating services for the AAEP as well as developing administrative requirements for the nonprofit entity.

Following are the results of the Committee's deliberations.

What are the "pros" of transitioning the AAEP to a community-based management and governance structure?

Political Advantage – The political process provides opportunities for support for the project. The project has its support among local elected officials as well as community leaders. That support will likely increase if the project is in a community-based setting.

Increased Visibility – Placing the project in a community setting will increase its visibility and its ability to market its services to clients within the community. It will be more accessible by the clients and the community at large.

Community Support and Ownership – Community ownership of the project is very likely to increase if the project is placed in closer proximity to clients and the African American community. Offering culturally specific services will increase community ownership. Greater community ownership may increase the level of advocacy for the project and its services.

Increased Collaboration and Coordination – As a nonprofit organization in a community-based setting, the project is in a better position to collaborate and coordinate with other service providers and other organizations providing complementary services.

Community Empowerment- The City of Seattle has a history of empowering communities by funding programs and activities in community-based settings and of supporting management and leadership of programs by representatives of the community being served. This effort is similar to past approaches with Asian and Hispanic communities in Seattle.

Program Outreach – Providers, caregivers and client agree that the key to effective services for African American elders is effective outreach. A community-based provider is in a much better position to design and implement an effective program and community outreach program.

Increased Services for Older Clients – A community-based governance and management structure will lead to an increase in the number of 60-year and older clients because they will have easier access to services, and providers will have easier access to them. In addition, increasing support from the community will increase the level of trust of the provider leading to increased use of services by seniors.

Nursing Services – When services are located and provided in the community being served, there is a greater interfacing and connection with the community and clients. Nurses have greater access to doctors, community clinics, hospitals and other health care providers.

Increases Grant and Community Funding – As a nonprofit organization, the AAEP would be eligible for more foundation grants and other funding than the City of Seattle. In addition, a nonprofit organization can be more flexible in collaborating with state and local agencies and with foundations to provide services for the elderly.

A More Flexible Organizational Structure – The current organizational structure of the AAEP features a partnership of three organizations. This arrangement reduces the efficiency of the organization by increasing the time and effort required to make decisions. In addition, the current structure has made it difficult for the project to evolve as the environment and needs of the African American frail elderly have changed. As a nonprofit, the AAEP would have one lead organization and a smaller leadership group. These features could be expected to increase the project's flexibility, collaboration and momentum.

Developing A National Model – The current project has important unique features for serving the African American frail elderly such as the focus on keeping frail elders in their home as long as possible. These features are more likely to be developed into a National model if it is managed and governed by a community-based nonprofit organization. As a nonprofit, the program will have access to funding and support from federal agencies and large and small foundations that work with elders.

What are the “cons” of transitioning the AAEP to a community-based management and governance structure?

Politics – Many interests may be peaked and impacted by a transition of the AAEP. As those interests become clearly defined, individuals and/or organizations may seek to achieve their individual goals through political maneuvers. If not contained, those moves could break the whole project.

Funding, Financing and Fiscal Management – Uncertainty and inadequate financing, fiscal accountability and budget support could undermine the effort. Is the project being set up to fail?

Creating New Nonprofits – Governmental, civic and nonprofit leaders have expressed concern about the impact of creating more nonprofit organizations. Some have stated publicly that more organizations will significantly increase stress on resources currently available for nonprofit service organizations funded by local government.

Duplication of Services – Concern has been expressed about creating another nonprofit that will duplicate services already being provided by existing organizations.

Nursing Shortage – There is a nursing shortage across the country and in Seattle. The shortage is more severe for African American Nurses. The Partnership's effort to recruit an African American Nurse has been unsuccessful so far. It may be difficult to recruit and retain nurses for the project as it is now organized.

Quality Control – Establishing strategies to ensure the quality of program services and program administration will take time to fully develop and implement.

A New Entity – There are questions about how a new entity will respond to the demands and requirements to provide services for the target population of the project. There are state and federal standards for services that must be met

Existing Organizations – It may be difficult finding an existing organization with the flexibility and infrastructure to take on a project such as the AAEP. So many of them are limited by current funding sources and funding requirements.

Fear – Change and loss are scary. It will be difficult to measure and control the psychological affect of the transition of the AAEP on all stakeholders. The transition could be costly in terms of support for and commitment to the project and the quality of services provided during the transition and after.

Risk Management – Risk management is about determining liability and ways to reduce and control it. Determining liability and developing strategies to manage it will be a challenge during and after the transition of the AAEP.

Appendix B: Process for Selecting the Nonprofit Affiliate Organization, African American Elders Project Transition

1. Outreach (March 22 – March 25)

Design Team compiles a list of organizations that may have the capacity to be the affiliate organization. Members of the team directly contact each organization to determine their interest in the project. If the organization is interested, they are requested to identify a primary contact.

Using a script, the Design Team member outlines the following information:

- Background on the AAEP, target group, core services provided, etc.
- The rationale and process for the proposed transition
- The project funding that will be available, initially and over time
- Project model for providing services in a nonprofit setting
- Expectations of the affiliate

The Design Team member responds to questions and notes questions, as appropriate.

2. Screening (March 25 – April 6)

If an organization is interested in being a candidate for managing the AAEP, they are asked to respond to a set of questions that serves as screening criteria. Collectively their responses may qualify them for further consideration.

Screening Criteria:

Statement	Yes	No	Not Sure
<i>Required</i>			
1. Is your organization a tax-exempt 501-c (3) organization?			
2. Does your organization at least five years of operations?			
3. Is your organization headquartered in King County?			
4. Does your organization have demonstrated experience providing services for African Americans?			
<i>Desired</i>			
5. Does your organization's service area include Seattle or South King County?			
6. Does your organization's annual budget exceed \$450,000?			
7. Does your current mission include the provision of services for African Americans?			
8. Are health and social services major parts of your mission?			
9. Do you believe your organization currently has the infrastructure (leadership, systems and flexibility) to incorporate the AAEP services?			
10. Does your organization have experience contracting with the City			

3. Document Review (April 7 – April 23)

The organizations that are "screened-in" will be asked to provide the following information:

- IRS certification of 501 c (3)
- Chart of organization
- Functional budget for current and two preceding years showing revenue and expenses
- Complete IRS Form 990 for prior year
- List of major funders
- Most recent audit
- Publications, evaluation reports, accreditations

- Annual report, if available
- Board of Directors roster with professional and community affiliations; also include Advisory Board and other governance or fundraising groups, if applicable
- Additional board information: frequency of board meetings, list of standing committees, frequency of board review of financial statements, length of board terms, board recruitment process, and board giving requirements
- Position descriptions for key staff
- Disclosure: Information about any lawsuits, present or former leaders' criminal activities; adverse auditors' opinions; accreditation or licensing problems
- Service/client statistics for the last two years

The Design Team will review the above listed information for each organization. Additional information may be requested.

4. Affiliate Application (May)

In addition to the above information, each "screen-in" organization will be requested to submit a 1-2 page description of the organization's approach for incorporating and integrating the African American Elders Project into its current operations.

5. Affiliate Screening (June)

The Design Team will review the documents and Affiliate Application submitted by "screened-in" organizations. The team develops a list of questions, missing information and additional information needed from the organization. Using screening criteria, the team determines which organization to visit. Organizations to be site visited will receive the list, and requested to provide answers to the questions and provide the required information at the upcoming site visit. Other organizations will be advised that they were not selected for further consideration.

6. Site Visits (June)

Design Team members will visit organizations to gather additional information; to see programs in action and to hold substantive discussions with key staff and volunteer leaders based on questions developed through document review.

7. Affiliate Selection (July)

Use criteria to rank candidates and recommend the organizations for the contract. See attached selection criteria.

8. Contract negotiations (July)

- RFQ

9. Contract Award (August)

Appendix C: Criteria for Selecting an AAEP Affiliate Organization

Criteria	Criteria Rank 1-8	Weighted Rank	Org A	Org B	Org C	Org D
Mission alignment	3					
Positive community track record	1					
Operates with sound business practices	4					
Strong and active organizational leadership	2					
Adequate facilities	8					
Strong organizational infrastructure	5					
Strategy potential	9					
Similar or compatible program services	6					
Demonstrated fundraising capacity	7					

Definition of Criteria

Positive community track record (1)

- Community reputation
- Organizational image
- Support and buy-in from current clients and stakeholders
- Perception of community leaders
- Perception of African American community

Strong and active organization (2)

- Collaborates with other organizations
- Visionary leadership
- Active board members
- Innovative programs
- Strong Executive Director
- Flexible program, funding and administrative structure

Mission alignment (3)

- Fit with AAEP and MCAAE mission and purpose
- Services for the elderly
- Services for African Americans
- Services are culturally appropriate
- Experience providing health services

Sound business practices (4)

- Proven solvency
- Fiscal experience
- Budget of at least \$200,000
- Sound business systems
- Internal capacity to contract with City of Seattle

Adequate organizational infrastructure and capacity (5)

- Staff, background and experience
- Type and number of volunteers
- Number of staff members
- Technology (computer terminals, email and fax capacity, etc.)
- Structural and financial flexibility

Similar or compatible programs and services (6)

- Health or mental health programs
- Elderly services
- Service delivery model to AAEP model

Demonstrate Fundraising Capacity (7)

- Diverse funding base
- Board involvement in fundraising
- Consistent ability to attract funding

Adequate facilities (8)

- Located near or within easy reach of target population
- Adequate space for current and future staff
- Assessable by local transportation

Significant strategy potential (9)

- Strong corporate, government and foundation presence
- Financial benefit to community
- Growth potential

Appendix D: Volunteer Job Description African American Elders Project Transition Steering Committee

African American Elders Project Goal

The goal of the project is to identify isolated older African American Americans and assist them in accessing and obtaining needed social and health promotion/disease prevention services, through ongoing case management, support and referral.

Purpose: The purpose of the AAEP Steering Committee is to develop a plan to transfer operations and management of the African American Elders Project to a community-based organization. The plan will reflect specific strategies, goals and steps for an orderly transfer of the project over a period of up to 36 months. The plan will also identify budget and resource implications.

Reports to: Executive Sponsors/AAEP Partners

- Chair, Mayor's Council on African American Elders
- Director, Human Services Department
- Director, Aging and Disability Services
- Director, Human Services Division
- Director, Senior Services of Seattle, King County
- Director, Public Health - Seattle and King County

Facilitated by: Neal Adams of Global Consulting.

Steering Committee Responsibilities:

- Lead the planning process to a successful conclusion
- Ensure all stakeholders' perspectives are heard in the process
- Recommend strategies and policies to the Executive Sponsors
- Effectively use programmatic expertise and knowledge

Individual Committee Member Responsibilities:

- Leadership: take the initiative to see that decisions get made and things get done
- Facilitation: pay attention to the process rather than content
- Input: provide information and opinions
- Decision-making: decide on strategies, goals, objectives, etc.

Membership: Every attempt is made to establish a diverse committee membership. Membership is open to MCAAE members, Partnership managers, staff, and volunteers who are knowledgeable about the needs of the African American elderly and/or strategic planning.

Term: This is an ad hoc committee that will meet initially for three to four months beginning October 2003.

Chairperson: TBI

Meetings: Meetings of the Steering Committee will occur twice a month on a schedule to be agreed to by participants. Individual members may be asked to take on assignments between meetings.

Minutes: Minutes shall be recorded for each meeting.

Planning Principles and Values:

- *Inclusiveness.* Input will be sought from all levels within the organization and from the community.
- *Meaningful participation.* All participants should feel that their participation is substantive with the potential for real influence on the outcome of the plan.
- *Staff participation.* Input for shaping a strategy will be sought from staff that is expected to implement that strategy.
- *Share the work.* The successful completion of the planning process should not depend on one or two people
- *Focus on the "big picture".* No one should expect the strategic planning process to address every concern or complaint. We will, however, address all critical issues, regardless of how difficult those issues may be.
- *Ownership.* We will seek to develop deep ownership of the goals of the project.
- *Strategy.* Our strategies should respond to what we understand of the present and the probable future.

Appendix E: AAEP Steering Committee Members

AAEP Consultant

Neal Adams, Global Consulting

MCAAE Members

Rowena Rye, MCAAE Chair
Margaret Boddie, Vice Chair, MCAAE
Gloria Leonard

AAEP Partner Agencies

Pamela Boring, Public Health: Seattle/KC
MaryPat O'Leary, Supervisor, ADS Case Management Program
Dick Sugiyama, Director, ADS Case Management Program

Community Representatives

Raleigh Bowden, Seattle African American Comfort Project
Gayle Johnson, Alliance for Education
Griffin Jones, Consumer
George E. Parker, Jr., Therapeutic Health Services

ADS Staff

Rosemary Cunningham, ADS Planning Unit
Karen Winston, ADS Planning Unit

Appendix F: African American Elders Project New Service Model Discussion

January 28, 2004

Partners Present:

Neal Adams, Global Consulting

Pamela Boring, Public Health: Seattle/KC

Rosemary Cunningham, ADS Planning Unit

MaryPat O'Leary, ADS – CMP

Eileen Murphy, Senior Services

Pam Piering, ADS Director

Rowena Rye, MCAAE Chair

Dick Sugiyama, ADS Case Management Program

Karen Winston, ADS Planning Unit

I. Existing Models

The discussion began by reviewing components of what each partner currently contributes to the AAEP, followed by suggestions for how it could be improved.

Public Health

- Provides assessment of health needs
- Provides linkages/referrals to health care providers
- Provides health education

The AAEP could be improved by:

- Increased access to care (LTC, primary)
- Addressed health disparities
- Focused on chronic disease management
- Focused on rehabilitation in the community/monitoring
- Increase cultural appropriateness

Senior Services Outreach

- \$250,000 - Total budget for Outreach
- \$140,000 – Total from ADS (OAA)
- \$ 35,000 – Total from C of S General Fund
- \$100,000 – Total other (Tukwila, Susan G. Komen Foundation, Public Health, and Senior Services discretionary funds)
- Total served in 2003 – 918 (550 unduplicated African American elders – target 480)
- Provides Information & Assistance, and early intervention

ADS Contract

- Provides assistance-level service
- Refers to CMP is screened

AAEP

- Receives calls from Intake Line
- Can either be referred to Outreach or CMP depending on the emergent need
- Every referral receives a CA

The AAEP could be improved if:

- Comprehensive Assessments were only for higher need clients
- Move outreach/assistance/information under CMP to create a single system
- Create fluid staffing/communication across all functions
- Expand outreach to include community awareness building, public relations, volunteer core development, and case finding activities

ADS Case Management Program

- 3 Case Managers (approx. 65 clients each)
- Serves both CORE (40%) and discretionary clients (60%)
- Conducts psycho/social in-home assessments
- Develops a service plan that addresses needs, and provides access to services (can include legal, access, and/or intergenerational issues, etc.)
- T-19 reauthorization (**RED FLAG**)

The AAEP could be improved by:

- Having a Nurse-Case Manager for high-risk clients
- Creating different levels of case management assistance (lower case but increased flexibility)
- Increased family caregiver support
- Defining scope of work and length of case management services
- Providing assistance, early intervention and prevention services, including I&A, and eviction prevention services
- Consider episodic vs. long term case management services
- Developing a mental health connection/component

Mayor's Council on African American Elders

- County vs. City for membership (remain Seattle focus or include King Co.)
- Need to define role while in transition to community-based agency
- Need to define relationship with agency board
- Need to clarify role of partnership visa-a vie new agency
- Strengthen relationship with Mayor, advocacy, understanding of older adults issues, policy issues, and role as watch dog of C of S general funds for the AAEP

II. Transition Issues

The group discussed the following transition issues:

- Current client records
- In-kind/agency funding
- Current data systems and data keeping systems
- Who would perform telephone intake function
- Transitioning staff (benefits, timelines, etc.)
- Ongoing evaluation and decision points for transferring parts

II. New Service Model Discussion

Two potential service models were discussed as follows:

#1 – Case Management/Information & Assistance Complete

- a. CM/I&A complete, including telephone intake line
- b. PHN remains employed by Public Health, but is co-located/loaned to AAEP
- c. Outreach Program co-located
- d. Community Support Specialist added for PR, newsletter, presentations, and volunteer core
- d. Project Director

<u>Pro</u> - Single chart coordination	<u>Con</u> - Budget issues (c & d)
#2 – Co-locate staff over time a. Co-locate case management discretionary only (1 or more at a time) b. PHN remains employed by Public Health, but is co-located/loaned to AAEP c. One outreach worker co-located d. Project Director – lead agency e. Partners sign agreement with lead agency <u>Pros</u> - Start slow - Give chance to improve agency over time - Minimize impact on project staff	
	<u>Cons</u> – would need: - Cars - Computers - copy machines - supplies - phones - pagers - Grant writing & fund raising activities would be critical

Appendix G: Introduction/Executive Summary from Final Report: Community Input Initiative

From December 2003 to March 2004, the Mayor's Council on African American Elders and a Steering Committee of community representatives and public employees conducted a study of the needs of African American elders in Seattle and South King County. The study had two major goals: to produce recommendations that could be implemented with regard to improving assistance and services for African American frail elders and to determine community knowledge and awareness of community-based managed and governed services for the African American frail elderly.

The study resulted in the following findings:

- Limited resources are among the most daunting challenge for African American elders in Seattle and South King County. Without adequate income, seniors have a difficult time maintaining their homes, purchasing medicine and accessing health care, among other things. For various reasons, their income is very low. One reason is that many worked most of their work life in low paying jobs with limited or no retirement benefits.
- The African American community does not have knowledge about existing services, particularly services that are not provided by governmental agencies. Thus, African American elders often do not get the services and assistance they need.
- The lack of trust of providers figures prominently in the failure of African American elders to use available services. To win the trust of these elders, providers, care givers and others must ask questions, listen, be respectful and be patient.

- A successful community-based, community-managed and community-governed African American Elders Project is one that is adequately funded and supported; accessible to the community, trusted by the community, accountable to the community and funders, and staffed and managed by people who are friendly, flexible and passionate about working with African American elders.
- African Americans do not view Seattle as an elder friendly city. Nor do they view Seattle and South King County as a friendly city for African Americans of any age.
- The help that African American elders most need include the following: financial assistance, health care, assistance in the home, assistance in finding services, transportation and culturally appropriate services.
- The best opportunities for improving services for African American elders in Seattle and South King County are: mobilizing community support for elders, focusing on preventive care, using intergenerational approaches, upgrading outreach services and improving and expanding communication channels within the African American community.

Appendix H: Progress Reports Initiative to Transition the AAEP to a Community-Based Management and Governance Structure and Strengthen the Mayor's Council on African American Elders

Appendix H.1: *December 1 through December 31, 2003*

Project Background

The Mayor's Council on African American Elders (the Council) and the Seattle Human Services Department, Aging and Disability Services (ADS) initiated the AAEP project in September 2003. The primary goals are to strengthen the Council through effective member recruitment and retention and to develop a plan for the transition of the AAEP to a community-based management and governance structure. The current project timeline is September 15 through January 31, 2004. This report provides progress on project goals for the period December 1 through December 31, 2003.

Key Objectives and Activities

1. Brief executive sponsors, partners and key stakeholders.
2. Hold regular Steering Committee meetings.
3. Recruit Steering Committee members.
4. Draft a comprehensive description of the AAEP, including services and service model.
5. Secure statement of support for project from Executive Sponsors.
6. Initiate Council recruitment process.
7. Improve internal and external communications with and among stakeholders.
8. Develop criteria for selection of a Nonprofit Affiliate.
9. Draft an index that clarifies the major components of the transition plan.
10. Design and implement process for securing community input into the AAEP transition.

Accomplishments for the Period

1. Held four Design Team meetings to keep the project on track, identified and resolved issues and concerns and develop strategies to get around barrier to moving the project forward.
2. Finalized criteria for selecting nonprofit agency for project.

3. Finalized work on developing rationale for project: pros and cons.
4. Successful meeting with Senior Services Executive Director and Project Manager to hear their perspective on the transition and to brief them on the progress and status of the project.
5. Conducted research and designed and updated questions for community surveys, stakeholder interviews and focus groups.
6. Updated transition plan index.
7. Completed the progress report for the period November 1 through November 30, 2003
8. Held two Steering Committee meetings that focused on the following key issues: finalizing criteria for selecting an nonprofit affiliate organization, finalizing and updating of project pros, designing a stakeholder input initiative and other items such as nurse recruitment, website development and a revised project timeline.
9. Developed a plan and established a date to hold a special dialogue and briefing session with frontline staff of the AAEP; session to be facilitated by Gayle Johnson, a member of the Steering Committee.
10. Upgraded AAEP Web Site.

Key Next Steps

Over the next month, committees and teams will focus on the following issues and activities:

1. Conduct meeting(s) of managers and senior staff to design a model for services to be provided by the AAEP after it is transitioned to a community-based management and governance structure.
2. Provide project update and briefing for all Executive Sponsors.
3. Provide regular project updates for partners, staff and stakeholders.
4. Establish Council sub-committee for recruitment and retention and implement a member recruitment process.
5. Implement the community input initiative: Hold 4-5 focus groups including one pilot focus groups to test questions, interview 5-8 key informants and survey approximately 100 community members.
6. With help of members of the Council and Steering Committee, refine the existing assessment questions.
7. Draft a model "*operating agreement*" for affiliate nonprofit agency.
8. Complete the proposed index for the project plan narrative and begin writing the narrative descriptions of the process.
9. Develop a clear "statement of impact" of the AAEP transition on clients.
10. Fortify community support for the AAEP.
11. Clarify and describe contract requirements for the AAEP transition.
12. Identify potential candidates for a nonprofit affiliate organization.

Summary and Highlights

During the month of December, the primary focus of the project was designing a process to ensure broad community input into the AAEP transition planning process. In addition, the Steering Committee and Design devoted time and effort finalizing affiliate selection criteria and clarifying the rationale for the AAEP transition. The community input initiative was not part of the original project design. The Director of the Human Service Division and the Director of Aging and Disability Services both recommended securing community input into the transition planning process. As the process has developed, it is clear that these recommendations were on target.

More work remains to be done to strengthen the Council. Candidates for Council positions will be interviewed in January.

Appendix H.2: Initiative to Transition the AAEP to a Community-Based Management and Governance Structure and Strengthen the Mayor's Council on African American Elders

January 1 through January 31, 2003

Project Background

The Mayor's Council on African American Elders (the Council) and the Seattle Human Services Department, Aging and Disability Services (ADS) initiated the AAEP project in September 2003. The primary goals are to strengthen the Council through effective member recruitment and retention and to develop a plan for the transition of the AAEP to a community-based management and governance structure. The timeline has been extended to April 30, 2004. This report provides progress on project goals for the period December 1 through January 31, 2004.

Key Objectives and Activities

1. Brief executive sponsors, partners and key stakeholders.
2. Hold regular Steering Committee meetings.
3. Recruit Steering Committee members.
4. Draft a comprehensive description of the AAEP, including services and service model.
5. Secure statement of support for project from Executive Sponsors.
6. Initiate Council recruitment process.
7. Improve internal and external communications with and among stakeholders.
8. Develop criteria for selection of a Nonprofit Affiliate.
9. Design and implement process for securing community input into the AAEP transition.
10. Develop screening criteria for potential affiliate organizations.
11. Develop preliminary list of potential affiliates.

Accomplishments for the Period

1. Held three Design Team meetings to keep the project on track, identified and resolved issues and concerns and develop strategies to get around barrier to moving the project forward.
2. Implemented the community input initiative: two focus group sessions, two key informant interviews. Schedule interviews for 5 other key informants.
3. The Council Chair provided a briefing for Councilman Gossett on the status of AAEP project.
4. Revised and update transition project proposal and work plan.
5. Interviewed two candidates for the Mayor's Council on African American Elders.
6. Conducted research and designed and updated questions for community surveys, stakeholder interviews and focus groups.
7. Completed the progress report for the period December 1 through December 31, 2003.
8. Held one Steering Committee meeting that focused on the following key issues: finalizing and updating of project pros and cons, obtaining feedback on the stakeholder input initiative, identifying potential candidates for the nonprofit affiliate, the future of the Steering Committee.
9. A member of the Steering Committee facilitated a dialogue with front line staff of the AAEP on the transition of the project.
10. A member of the Steering Committee reviewed and provided recommendations on the construction of the Community Survey questions.
11. Held a discussion of the appropriate Service Model for the AAEP after the project is transitioned to a community-based management and governance model.
12. Participated in the January MCAAE meeting.

Key Next Steps

Over the next month, committees and teams will focus on the following issues and activities:

1. Conduct meeting(s) of managers and senior staff to design a model for services to be provided by the AAEP after it is transitioned to a community-based management and governance structure.
2. Provide project update and briefing for all Executive Sponsors.
3. Provide regular project updates for partners, staff and stakeholders.
4. Establish Council sub-committee for recruitment and retention and implement a member recruitment process.
5. Continue to implement the community input initiative: hold 4-5 focus groups including one pilot focus group to test questions, interview 9-10 key informants and survey approximately 200 community members.
6. Summarize, analyze and draft report of results of the community input initiative data collection.
7. Draft a model "*operating agreement*" for affiliate nonprofit agency.
8. Develop pre-qualification criteria for potential affiliates.
9. Develop a clear "statement of impact" of the AAEP transition on clients.
10. Implement strategies to fortify community support for the AAEP.
11. Clarify and describe contract requirements for the AAEP transition.
12. Identify and screen potential candidates for a nonprofit affiliate organization.
13. Draft project plan.

Summary and Highlights

During the month of January, the primary focus of the project has been refining and implementing the process to ensure broad community input into the AAEP transition planning process. The Design Team, with help from the Steering Committee, completed the design for the community input initiative. Questions were developed for the key informant interviews, the community survey and the focus groups. Two focus groups sessions were completed: a pilot focus group and an intergenerational focus group. Fifteen (15) people attended these two sessions. Two of the ten key informant interviews were completed. The community survey questions were set up in Boomerang and electronic survey tool.

The Design Team concluded that a transition of the AAEP provides an opportunity to review how services are currently provided under the project. The Team met with ADS senior staff, managers, and members of the *Partnership* to brainstorm ways to improve the model and adjust it for implementation by a community-based organization.

The project plan was revised to include the *Community Input Initiative*, pre-qualification criteria for selecting the affiliate, additional steering committee meetings and other attendant activities and an extension of the project period.

A committee that included ADS staff, the Council Chair, the Mayor's assistant for Councils interviewed two candidates the Mayor's Council. The committee recommended both candidates be approved for the Council membership.

Appendix H.3: Progress Report Initiative to Transition the AAEP to a Community-Based Management and Governance Structure and Strengthen the Mayor's Council on African American Elders

February 1 through February 29, 2004

Project Background

The Mayor's Council on African American Elders (the Council) and the Seattle Human Services Department, Aging and Disability Services (ADS) initiated the AAEP project in September 2003. The primary goals are to strengthen the Council through effective member recruitment and retention and to develop a plan for the transition of the AAEP to a community-based management and governance structure. The timeline has been extended to April 30, 2004. This report provides progress on project goals for the period February 1 through February 29, 2004.

Key Objectives and Activities

1. Brief executive sponsors, partners and key stakeholders.
2. Hold regular Steering Committee meetings.
3. Recruit Steering Committee members.
4. Draft a comprehensive description of the AAEP, including services and service model.
5. Secure statement of support for project from Executive Sponsors.
6. Initiate Council recruitment process.
7. Improve internal and external communications with and among stakeholders.
8. Develop criteria for selection of a Nonprofit Affiliate.
9. Design and implement a process for securing community input into the AAEP transition.
10. Develop screening criteria for potential affiliate organizations.
11. Develop preliminary list of potential affiliates.
12. Select and interview candidates.
13. Select affiliate and develop contract.

Accomplishments for the Period

1. Held two Design Team meetings to keep the project on track, identified and resolved issues and concerns and develop strategies to get around barrier to moving the project forward.
2. Implemented the community input initiative: held two focus group sessions, scheduled, and conducted seven key informant interviews.
3. Completed the progress report for the period January 1, 2003 through January 31, 2004.
4. Held one Steering Committee meeting to approve project pros and cons and review the results of the meeting to design the service model for the AAEP.
5. Held the monthly meeting of the Mayor's Council on African American Elders. The Council voted to change its role in the AAEP transition. Effective immediately, the Council will assume the leadership previously provided by the AAEP Transition Steering Committee.

Key Next Steps

Over the next month, the Design Team and Steering Committee will focus on the following issues and activities:

1. Conduct meeting(s) of managers and senior staff to design a model for services to be provided by the AAEP after it is transitioned to a community-based management and governance structure.
2. Provide project update and briefing for all Executive Sponsors.
3. Provide regular project updates for partners, staff and stakeholders.
4. Continue to implement the community input initiative: compile data collected from 4 focus groups, 9 key informant interviews and the community survey of approximately 200 individuals.
5. Summarize, analyze and draft a summary report of the community input initiative.
6. Draft a model "*operating agreement*" for affiliate nonprofit agency.
7. Develop pre-qualification criteria for potential affiliates.
8. Develop a clear "statement of impact" of the AAEP transition on clients.
9. Implement strategies to fortify community support for the AAEP.
10. Clarify and describe contract requirements for the AAEP transition.
11. Identify and screen potential candidates for a nonprofit affiliate organization.
12. Draft project plan.

Summary and Highlights

During the month of February, the primary focus of the project was implementing the process to ensure broad community input into the AAEP transition planning process. Members of the Design Team facilitated and otherwise participated in two focus groups. These focus group sessions included "Super Seniors", elders 75 years and older and "Care Givers". Global interviewed nine key informants about the needs and availability of services for African American elders in Seattle and South King County. The key informants included experts in aging, former members of the MCAAE, and political and community leaders.

Eighty-seven individuals shared their views and perceptions about the needs and availability of services for African American elders. Forty-three (43) individuals from Seattle, South King County and other areas responded to the community survey. Nine (9) agreed to be interviewed as a key informant and 35 participated in focus group sessions. The responses and feedback from participants provided a rich body of information that will be very helpful in charting the immediate and long-term future of the AAEP.

Global, the project consultant, has begun the work of compiling and analyzing the data for a summary report.

Appendix H.4: Progress Report Initiative to Transition the AAEP to a Community-Based Management and Governance Structure and Strengthen the Mayor's Council on African American Elders

March 1 through March 31, 2004

Project Background

The Mayor's Council on African American Elders (the Council) and the Seattle Human Services Department, Aging and Disability Services (ADS) initiated the AAEP project in September 2003. The primary goals are to strengthen the Council through effective member recruitment and retention and to develop a plan for the transition of the AAEP to a community-based management and governance structure. The timeline has been extended to April 30, 2004. This report provides progress on project goals for the period February 1 through February 29, 2004.

Key Objectives and Activities

1. Clarify the goals and objectives of the project.
2. Convene a diverse Steering Committee for the Transition Project.
3. Hold regular Steering Committee meetings.
4. Brief executive sponsors, partners and key stakeholders on progress of the project.
5. Draft a comprehensive description of the AAEP, including services and service model.
6. Secure statements of support for project from Executive Sponsors.
7. Develop a plan for the Mayor's Council development and member recruitment.
8. Improve internal and external communications with and among stakeholders.
9. Design and implement a process for securing broad community input on the AAEP transition and related issues.
10. Collect and analyze community input data and draft a summary report.
11. Develop criteria for selection of a nonprofit affiliate agency.
12. Develop screening criteria for potential affiliate organizations.
13. Develop preliminary list of potential affiliates.
14. Select and interview nonprofit candidates for affiliate organization.
15. Develop contract with affiliate to for AAEP transition.

Accomplishments for the Period

1. Held three Design Team meetings to keep the project on track, identified and resolved issues and concerns and developed strategies to get around barrier to moving the project forward.
2. Completed the collection and analysis of community input initiative data, including the community survey.
3. Drafted the summary for the community input initiative.
4. Briefed the Mayor's Council on African American Elders on the results of the community input initiative.
5. Completed the progress report for the period February 1, 2004 through February 29 2004.
6. Drafted a process for identifying and selection a nonprofit organization to be the Affiliate for the African American Elders Project.
7. Transferred oversight of the AAEP Transition Project from the Steering Committee to the MCAAE.

Key Next Steps

Over the next month, the Design Team will focus on the following issues and activities:

1. Provide project update and briefing for all Executive Sponsors and other key individuals.
2. Provide regular project updates for partners, staff and stakeholders.
3. Distribute the draft report to a cross-section of individuals who participated in the initiative for comments and feedback.
4. Update the summary report with feedback from interested parties.
5. Develop strategies to formally release the report.
6. Summarize, analyze and draft a summary report of the community input initiative.
7. Identify and screen potential affiliate nonprofit agencies
8. Request and review organizational information from "screened in" agencies.
9. Select and site visit 3-4 agencies and rank the group.
10. Recommend agency for approval of HSD Director.
11. Initiate contracting process of the affiliate nonprofit agency.
12. Draft Final Project Plan

Summary and Highlights

During the month of March, the primary focus of the project was analyzing and summarizing the extensive feedback gathered by the Design Team. Members of the Design Team facilitated and otherwise participated in four focus group sessions including the following: 1) elders 75 years, 2) caregivers, 3) Human Services Department staff and 4) intergenerational. Global Consulting interviewed nine key informants about the needs and availability of services for African American elders in Seattle and South King County. The key informants included experts in aging, former members of the MCAAE, and political and community leaders.

Eighty-seven individuals shared their views and perceptions about the needs and availability of services for African American elders. Forty-three (43) individuals from Seattle, South King County and other areas responded to the community survey. Nine (9) agreed to be interviewed as a key informant and 35 participated in focus group sessions. The responses and feedback from participants provided a rich body of information that will be very helpful in charting the immediate and long-term future of the AAEP.

The review and analysis of this impressive data is summarized in the "*Final Report: Community Input on the Needs of African American Elders in Seattle and South King County.*"

The Design Team initiated the search process for a nonprofit agency with the interest, passion and capacity to take on the AAEP. The team designed a recruitment and selection process that includes selection criteria developed by the Steering Committee. In brief, the process has four basic steps: 1) identify potential candidates, 2) pre-screen potential candidates using objective criteria, 3) determine capacity of organizations by requesting organizational information, 4) analyze organizational information and rank candidates, 4) Conduct site visit of top 3-4 candidates, and 5) Select agency using established criteria. Currently agencies are being requested to provide organizational information.

In summary, the most significant project outcome for March is the completion of the summary report for the community input initiative. With this work completed, the Design Team can focus on the final phase of the project, the selection of the affiliate agency.

Appendix I: Mayor's Council for the African American Elderly, Key Steps for Building the Council, October 2003

1. **Assemble a council development team (governance committee).** The broad purpose of the governance committee is to increase the quality and impact of the council. Members are tasked to find candidates for council positions while integrating strategic and organizational plans and aligning with organizational goals. The team should include the Council Chair.
2. **Assess and state needs.** It is important to assess the composition of the current council using key criteria such as: *areas of expertise, professional skills, age, gender, and length of service*. With the strategic, operational, and fund raising goals in mind, the team can then state its current needs for board members and a recruitment strategy in written form.
3. **Develop position profiles.** Before the recruitment process begins, it is essential to develop profiles for new positions identified in Step 2. Positions should be tied to specific needs and goals of the council.
4. **Script the story.** All members of the council, especially members of the council governance committee, should have the same interpretation of the board's key member needs. A script makes it easier to present the organization's case. There should be general agreement on the mission,

purpose, specific needs, and ideal candidates. The story should be accurate and carry a persuasive message that will attract the ideal candidates. Also, the team should make a list of benefit statements that can be used to interest and attract candidates.

5. **Research candidate sources.** Find and use resources to identify individuals from various industries, professions, functions, or communities. Following are sources: (a) Circle of Friends, (b) Members, Patrons, and "Friends of": those who have a connection, interest, and knowledge of the organization, (c) Donors: anyone who has written a check to the organization, and (d) Research Sources: databases, alumni, professional, business and trade associations; and the media.
6. **Develop referral networks.** Develop an institutionalized third-party network. Cultivate friends of the organization whose contacts and influence open doors and gain support. Establish long-term relationships with organizations, foundations, associations, ethnic, religious and service organizations, small businesses, education, banking, etc.
7. **Contact and meet candidates.** Schedule meetings with potential candidates, share the organization's story and describe the position. Ask for referrals. Keep detailed records.
8. **Evaluate and select candidates.** Establish criteria for assessing candidates. Develop a set of questions to ask all candidates. Focus on organization's needs, the candidate profile, compatible with goals and candidates ability and willingness to commit and support the organization.

Appendix J: Potential Affiliate Agencies

Potential Affiliate Agencies	Staff	Date Called	Minimum Qualifications	Yes	No	Comments
1. Atlantic Street Center	RC		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
2. CAMP	RR		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
3. Carolyn Downs/Odessa Brown Health Clinic	KW		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			

Potential Affiliate Agencies	Staff	Date Called	Minimum Qualifications	Yes	No	Comments
4. Catholic Community Services	GA		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
5. Center for Multi Cultural Health	KW		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
6. Chesterfield Home Care Agency	SS		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			

Potential Affiliate Agencies	Staff	Date Called	Minimum Qualifications	Yes	No	Comments
7. Community Health Centers of King County	KW		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
8. East Cherry YWCA	KW		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
9. ElderHealth Northwest	KW		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			

Potential Affiliate Agencies	Staff	Date Called	Minimum Qualifications	Yes	No	Comments
10. Emergency Feeding Program (Church Council of Greater Seattle)	RR		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
11. Fremont Public Association	GA		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
12. John Cannon House	RR		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			

Potential Affiliate Agencies	Staff	Date Called	Minimum Qualifications	Yes	No	Comments
13. Leon Sullivan Care Center	Staff Review		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
14. Medina	RC		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
15. PACE Elder Place	RC		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			

Potential Affiliate Agencies	Staff	Date Called	Minimum Qualifications	Yes	No	Comments
16. Puget Sound Neighborhood Health Centers	GA		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
17. Urban League	RR		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			
18. Southeast Youth & Family Services	SS		1. Is your organization a tax-exempt 501-c (3) organization?			
			2. Does your organization at least five years of operations?			
			3. Is your organization headquartered in King County?			
			4. Does your organization have demonstrated experience providing services for African Americans?			

Appendix K:

Mayor's Council on African American Elders Planning for Council Development

May 3, 2004

I. Introduction and Background

Developing an effective Council was the second of two major goals of the Human Resource Department, Aging and Disability Services (ADS) contract with Global Consulting. This document attempts to provide ADS and the Council leadership alternatives for building the capacity of the Council so that it can successfully work toward its missions.

Many of the suggestions and recommendation are based on accepted approaches for developing Boards of Directors. Given the mission of the Council and the recently approved work plan for the Council, Global believes that some approaches to board development also apply to development of the Mayor's Council. Thus, references to boards may be taken as references to the Council.

In it's Board Basic Kit Manual, United Way of Canada state that "a basic responsibility of the board is to ensure its own renewal and development." They further suggest the following key steps for board development.

1. Develop a board profile
2. Recruit and select new board members
3. Elect the board leadership
4. Orient new board members to the organization
5. Provide ongoing support and recognition of board members
6. Provide training and development for the board and board members
7. Evaluate and assess the effectiveness of the board

Boards should also consider a broad range of strategies for ensuring that it is effective. United Way recommends the following:

1. Improving meeting management
2. Actively work to build the board into a team
3. Develop a committee structure that supports the work of the board
4. Train participants in conflict management as needed
5. Ensure that the board clearly understands its role
6. Clarify and maintain an effective relationship between the board and staff
7. Clarify and mandate authority among all stakeholders

8. Help board members understand the value and necessity for change
9. Provide board governance training

II. Goals for the Mayor's Council Development:

- It is representative of the target population
- Has capacity to advocate on behalf of African American elders
- Understands its roles and responsibilities
- Members that act as ambassadors to the community on behalf of African American elders
- The Council has and understands its strategic vision
- Members are excited about the work of the Council
- The Council structure is appropriate to its work

III. Objectives to Strengthen the Council:

1. Develop and implement an effective Member recruitment process
 - Review the current Council recruitment process to determine how it can be adjusted to meet the needs of the council
 - Conduct an annual assessment of Council needs
 - Assemble a confidential, cumulative, ongoing list of prospective Council Members
 - Implement an ongoing Council member recruitment process
 - Maximize Council member involvement in the recruitment process
 - Review and update Council member job description
2. Develop effective Council member retention strategies
 - Redesign the committee structure to emphasize the annual priorities
 - Ensure that each Council member is assigned to at least one committee
 - Make Council meetings more effective
 - Design and effective orientation process for new board members
 - Identify and address what do Council members need to do their work – information, training, etc.
 - Identify and promote the positives of Council membership
3. Develop or update Council policies and procedures that clarify Council operations and member expectations:

Expectations of members

- Job description that reflects current and proposed work of Council
- Understand roles and responsibilities
- Attends meetings
- Committee assignments
- Represents the Council
- Attends events

Council Operations

- ADS staff support
- Relationship with Mayor's Office

4. Hold Annual Council Member retreats
 - Review progress toward Council Work Plan
 - Assess Council performance
 - Develop priorities for the future
5. Clarify and update the Council Work Plan
 - Is the plan still current?
 - What is the impact of the AAEP transition?
 - What is the advocacy role of the Council?

IV. Development, Recruitment and Retention Tools

A. Strategies for Making Meetings Productive and Fun

- a. Develop a meeting agenda that focuses on the important work and the action to be taken. Use a matrix that includes: *Item, Responsible Person, Approximate Discussion Time and Action Requested*.
- b. Make sure council members receive meeting packages one week ahead of the meeting. The materials in the package should be brief, understandable, important for the meeting, and unlikely repeated at the meeting. The package should contain the following:
 - *Meeting time and place*
 - *Proposed agenda*
 - *Any item that will be acted on during the meeting*
 - *Council Chair's report*
 - *Financial statements*
 - *If possible, written committee reports*
 - *Background material for action items*
- c. Reserve the right to discuss controversial issues over more than one meeting.
- d. Ask for a vote on formal matters.
- e. Make sure every one has an opportunity to participate in discussions.
- f. Find opportunities to encourage open disagreements as well as consensus building.
- g. Ask other officer to chair a meeting.
- h. Have coffee, tea, cookies, fruit or other snacks available.
- i. Make a call someone the day after the meeting.
- j. Contact each Council member 2-3 days before the meeting.
- k. Build in a short time for people to review material.
- l. Remember that people are often afraid to ask for clarifications on points they feel they ought to know. So, avoid the use of too many acronyms or other terms some people might not be familiar with.
- m. For every major decision, make sure everyone is heard from.
- n. Make sure the meeting ends formally
- o. Evaluate meetings
- p. Acknowledge excellent performance by members

B. Strategies for Improving Member Recruitment and Retention

1. Review and update the contents of the Council Binder. Consider the following Table of Contents:

- a. A welcoming letter signed by the board president and the executive director, including an offer to introduce the new board member to staff, and to meet to further familiarize the new board member with the Council, the AAEP and the Aging for Disability Services.
- b. Corporate and historical documents
 - Description of activities and constituencies, or a fact sheet
 - Annual report, if available
 - Bylaws and amendments
 - Incorporation documents
 - Most recent IRS filed forms
 - Recent articles in the press about the Council
 - If available, a history of the Council
 - Brochures and other descriptive materials
 - Current strategies and annual plans, including mission and vision statements
- c. Rosters
 - Roster of Council members, including occupations, contact information, and the dates on which their terms and term limits expire
 - Committee list; names of committees and membership on each
 - Resumes of the key staff
 - Names, titles, telephone extensions, and e-mail addresses of staff with whom Council members are most likely to interact
 - Organizational chart
- d. Calendar of meetings for the coming year, with locations
- e. Responsibilities
 - Statement of agreement or job description for Council members
 - Conflict of interest policy
 - Conflict of interest statement (to copies presigned by appropriate person with one copy signed by the new member and returned).
- f. Financial information
 - Current budget
 - Current financial statements, if available
 - List of funders and individual contributors
- g. Working tools
 - Some letterhead stationary and envelopes (in a plastic sheet holder or a pocket of the binder)
 - Bumper sticker, pins T-shirt, or other materials
 - Key studies and reports
 - Web site information and access codes

Mayor's Council for African American Elders (MCAAE)

Council Members Recruitment Package

**MAYOR'S COUNCIL FOR AFRICAN AMERICAN ELDERS (MCAAE)
COUNCIL MEMBER DUTIES AND RESPONSIBILITIES**

PURPOSE: To serve on the Council as a voting member and forward the mission of the MCAAE

DUTIES:

The Members of the Mayor's Council for African American Elders serve two and three-year terms. There are twelve Council members. The Mayor appoints all twelve members.

The Council shall advise the Mayor, oversee, and monitor the activities of the Partnership.

The Council Members serve on committees, which include the Executive Committee, and Services Delivery Committee. Council Members also serve on ad hoc committees.

EXPECTED MEETING ATTENDANCE:

- 1) Regularly attend meetings as scheduled. There are 11 scheduled Council meetings in a year. Each meeting is held every third Friday of the month.
- 2) Participate on a Council committee.
- 3) Participate in the Council's annual retreat to review the Council's mission, strategic plan, and annual performance, and to help develop next year's plans.
- 4) Participate in an annual assessment of the Council's performance and other Council development activities.
- 5) Nor more than three unexcused absences.

RESPONSIBILITIES:

PLANNING

- Approve the Council's philosophy and performance in achieving it.
- Annually assess the environment and approve the Council's strategies in relation to it.
- Annually review and approve the Council's plans for funding its strategies.
- Annually reviews the Partnership's budget.
- Approve major policies. (Administrative and operational)

ORGANIZATION

- Determine eligibility for and fill Council vacancies, appoint Council Committees and officers.
- Annually review the performance of the Council and take steps to improve its performance.

OPERATIONS

- Review the results achieved by the Partnership and be assured that the status of the Partnership's organizational strength and manpower planning is equal to the requirements of the long-range goals.
- Be certain that the financial structure of the Partnership is adequate for its current needs and its long-range strategy.
- Assess and advocate when necessary about major actions taken by the Partnership, such as major program and service changes.
- Be assured that the Council and its committees are adequately and currently informed - through reports and other methods - of the condition of the Partnership and its operations

**MAYOR'S COUNCIL FOR AFRICAN AMERICAN ELDERS (MCAAE)
COUNCIL MEMBER DUTIES AND RESPONSIBILITIES**

CHAIRPERSON OF THE COUNCIL

FUNCTION:

- Ensures the effective action of the Council and oversees Council affairs.
- Acts as the representative of the Council as a whole.
- Assures that members fulfill their responsibilities for the governance of the Council.

RESPONSIBILITIES:

- Chairs meetings of the Council. See that it functions effectively and handled properly, including preparation of pre-meeting materials, committee functioning, and recruitment and orientation of new Council members. With staff and Executive Committee develops agendas.
- Speaks to the media and the community on behalf of the organization (as does the Executive Committee); represents the Council in the community.
- Assists the EXECUTIVE COMMITTEE in recruiting Council and other talent for whatever volunteer assignments are needed. Makes sure each committee has a chairperson, and stays in touch with chairpersons to be sure that their work is carried out; identifies committee recommendations that should be presented to the full Council
- Reflects to the Mayor/Partners the concerns of the Council and other constituencies and reflects any concerns the Mayor/Partners have in regard to the role of the Council or individual members.
- Annually focuses the Council's attention on matters of governance that relate to its own structure, role, and relationship to the Mayor/Partners. Ensures that the Council is satisfied it has fulfilled all of its responsibilities.
- Determines when executive committee meetings are necessary and convenes the committee accordingly.
- Fulfills such other assignments as the Chair and EXECUTIVE COMMITTEE agree are appropriate and desirable for the Chair to perform.

VICE PRESIDENT/VICE CHAIR

- Acts as the president/chair in his or her absence; assists the president/chair on the above or other specified duties.
- Frequently assigned to a special area of responsibility, such as membership, media, or annual event.

TREASURER

- Manages the Council's review of, and action related to, the Council's financial responsibilities. May work directly with the bookkeeper or other staff in developing and implementing financial procedures and systems.
- Ensures that appropriate financial reports are made available to the Council.
- Regularly reports to Council on key financial events, trends, concerns, and assessment of fiscal health.
- Recommends to the Council whether the organization should have an audit. If so, selects and meets annually with the auditor in conjunction with the Finance and/or Audit Committees.

Mayor's Council for the African American Elderly
New Council Member Information Form

Thank you for your willingness to be an ambassador and advocate for Seattle's African American elderly by serving on the Mayor's Council for the African American Elderly (MCAAE). Please tell us more about yourself and the ways in which you are interested in serving by completing this form and returning it to MCAAE Board Development Committee at P.O. Box 94218, Seattle, WA 98124 or Email it to Karen.Winston@seattle.gov.

Name: _____ Date: _____

Home Address: _____

City: _____ State: _____ Zip: _____

Home Phone: _____ Work Phone: _____

FAX: _____ Cell Phone: _____

Email Address _____

Occupation: _____

Business Address: _____

City: _____ State: _____ Zip: _____

How do you prefer to receive correspondence? ☐ Email ☐ FAX ☐ Regular Mail

Which address do you prefer that we use for mailings? ☐ Home ☐ Business

618 What are the skills, expertise and experience that you wish to contribute to the work of MCAAE? Check any that apply and please add your own!

- | | |
|---|--|
| <input type="checkbox"/> Business and management | <input type="checkbox"/> Public Speaking |
| <input type="checkbox"/> Medicine | <input type="checkbox"/> Legal/estate planning |
| <input type="checkbox"/> Fundraising | <input type="checkbox"/> Strategic Planning |
| <input type="checkbox"/> Public relations/marketing | <input type="checkbox"/> Knowledge of services |
| <input type="checkbox"/> Contact among churches | <input type="checkbox"/> Other, please list: |

619 On which council committees are you interested in serving?

- | | |
|---|--|
| <input type="checkbox"/> Board & Organizational Development | <input type="checkbox"/> Executive Committee |
| <input type="checkbox"/> Community Education & Outreach | |

1. Please describe any other ways in which you would like to contribute to the Council.
(Help connect us to volunteers, advocates and resources within the community, etc.)

4. On what other councils, boards, or advisory committees do you *currently serve*?

5. On what other councils, boards, or advisory committees *have you served in the past*?

6. What charitable or community service activities have you participated in? Please describe?

7. Please let us know how we can help you to learn about the organization and make your contribution.
Feel free to give us your comments and ideas!

Signature: _____

Please return this form, along with your resume, biography, or curricula vitae to:

Karen Winston
Mayor's Council on African American Affairs
Aging and Disability Services
618 Second Avenue, Suite 1020
Seattle, WA 98104
Via Email: Karen.winston@seattle.gov

Thank you!

**Mayor's Council on African American Elderly
Board of Directors Nomination Form
*Confidential***

Please complete this form and return it to the Board Development Committee of the MCAAE, P.O. Box 94218, Seattle, WA 98124 or email it to Ms. Karen Winston at Karen.Winston@ci.seattle.wa.us. Attach resume, bio or curricula vitae, if available. Thank you!

Name: _____

Address: _____ City: _____ Zip: _____

Phone: _____ Fax: _____ Email: _____

Company/Organization name: _____

Address: _____ City: _____ Zip: _____

Phone: _____ Fax: _____ Email: _____

Position/Title: _____

Type of business: _____

Relevant professional and personal skills: _____

This candidate meets the following priority criteria established by the board development committee to diversify and strengthen the board:

_____ Male	_____ Age (20-35)	_____ Contacts among churches
_____ Business	_____ Medicine	_____ Legal/estate planning
_____ Fundraising	_____ Politics/government	_____ Public relations/marketing

Special interests: _____

Education: _____

Please explain why you think this person would be a good nominee for a Council Member at this time. Highlight related program experience, relevant expertise, nonprofit experience, and other affiliations (individuals, corporation, foundations):

Your Name: _____ Date: _____

Mayor' Council on African American Elderly

Council Member Participation Agreement

Name: _____ My partner is: _____

Term covered by commitment: From _____ to _____

I Agree to the following:

1. Be a partner to a fellow Council member: _____
2. Volunteer up to ____ hours a month, as requested by the Council Chair.
3. Attend at least ____ events/programs: _____
4. Attend at least _____ Council meetings.
5. Serve on a committee: _____
6. Serve as an office or committee chair: _____
7. Recommend at least _____ names for Council or steering committee membership.

My partner will evaluate my participation on these dates, and report to the Chair:

Evaluation Date: _____ Evaluation Date: _____

Signature

Date

October 15, 2003

Drafted by Global Consulting

Mayor's Council on African American Elderly
Council Member Recruitment Initiative

"Making the pitch"

Five reasons a potential candidate should join your Council:

1. _____
2. _____
3. _____
4. _____
5. _____

Write your case statement. What would you say to convince someone to join your Council?

Edited by Global Consulting

October 13, 2003

D. Designing a Board Information System from BoardSource

Good governance depends on enlightened decision making. Board members need to be knowledgeable about the organization's status and needs if they are to make sound decisions that advance the mission. An effective board information system should focus on decision-making, stimulate participation and support an appropriate balance of responsibility between board and staff.

Boards need *decision information* for making decisions about the future. They need *monitoring information* to assess whether its policy directions are being met. Finally, they need *incidental information*, which is general information that is not needed for board action such as committee reports.

In designing a board information system, board and staff should discuss a) how often it wants this information and b) in what form it needs the information.

Characteristics of Good Board Information

1. *The information should be concise.* Is the information communicated as quickly or as briefly as possible?
2. *It should be meaningful.* Is the information presented in relationship to a significant factor, such as a goal set by the board, past performance, or comparative data?
3. *It should be timely.* Is the information relevant to the current agenda?
4. *It should be relevant to responsibilities.* Does the information help the board or board committee discharged its responsibilities?
5. *It should be the best available information.* Is the information the best available?
6. *Its context should be clear.* Is it clear why this information is important?
7. *Graphic presentation should be considered.* Could the information be presented well graphically than in words?

Basic Ingredients of a Board Information System

1. At least two weeks before each board meeting, check:
 - Agenda
 - Information about issues for discussion, when appropriate
 - Financial information
 - Committee reports
2. At least two weeks before the board meeting at which it is discussed, check:
 - Annual budget
 - Audit report
 - Strategic plan
3. After each board meeting, check:
 - Minutes
 - Notice of next meeting
4. Monthly, you should provide:
 - Financial report
 - Significant published articles about the organization
5. Regularly, you should provide, when appropriate:
 - Memo from chief executive summarizing current activities, accomplishment and needs
 - Updated material for the board handbook

- Advanced copies of publication, brochures or promotional material
- Annual report

E. Major Responsibilities of Nonprofit Boards

1. Establish the mission and purpose of the organization
2. Select, support and review the performance of the chief executive
3. Drive the organization's planning efforts
4. Approve the organization's programs and services and evaluate their effectiveness
5. Help raise resources
6. Help ensure financial solvency of the organization
7. Advance the organization's public image
8. Strengthen its own effectiveness as a board

Edited by Global Consulting March 15, 2004

F: Mayor's Council for the African American Elderly

--Key Steps for Building the Council--

October 2003

1. **Assemble a council development team (governance committee).** The broad purpose of the governance committee is to increase the quality and impact of the council. Members are tasked to find candidates for council positions while integrating strategic and organizational plans and aligning with organizational goals. The team should include the Council Chair.
2. **Assess and state needs.** It is important to assess the composition of the current council using key criteria such as: *areas of expertise, professional skills, age, gender, and length of service*. With the strategic, operational, and fund raising goals in mind, the team can then state its current needs for board members and a recruitment strategy in written form.
3. **Develop position profiles.** Before the recruitment process begins, it is essential to develop profiles for new positions identified in Step 2. Positions should be tied to specific needs and goals of the council.
4. **Script the story.** All members of the council, especially members of the council governance committee, should have the same interpretation of the board's key member needs. A script makes it easier to present the organization's case. There should be general agreement on the mission, purpose, specific needs, and ideal candidates. The story should be accurate and carry a persuasive message that will attract the ideal candidates. Also, the team should make a list of benefit statements that can be used to interest and attract candidates.
5. **Research candidate sources.** Find and use resources to identify individuals from various industries, professions, functions, or communities. Following are sources: (a) Circle of Friends, (b) Members, Patrons, and "Friends of": those who have a connection, interest, and knowledge of the organization, (c) Donors: anyone who has written a check to the organization, and (d) Research Sources: databases, alumni, professional, business and trade associations; and the media.
6. **Develop referral networks.** Develop an institutionalized third-party network. Cultivate friends of the organization whose contacts, influence open doors, and gain support. Establish long-term relationships with organizations, foundations, associations, ethnic, religious and service organizations, small businesses, education, banking, etc.
7. **Contact and meet candidates.** Schedule meetings with potential candidates, share the organization's story and describe the position. Ask for referrals. Keep detailed records.
8. **Evaluate and select candidates.** Establish criteria for assessing candidates. Develop a set of questions to ask all candidates. Focus on organization's needs, the candidate profile, compatible with goals and candidates ability and willingness to commit and support the organization.

G. Developing the Council Structure

Much of the work that a board or council does is accomplished through its committees. Currently, the Mayor's Council does not have a structure that includes committees that are working on aspects of the Council's mission.

With the exception of the executive committee, which acts on the council's behalf, committees recommend action to the full council for discussion and action. The board's committee structure usually parallels the administrative structure or primary work of the organization. The board structure may include a variety of committees. Many are established by the by-laws. Following are examples of standing committees that boards may choose from:

- Board Development
- Executive
- Finance
- Fundraising
- Marketing
- Personnel
- Product/Program Development
- Promotion and Sales
- Public Relations
- Nominations
- Events (or Programs)

In the end, organizations should choose committees based on their needs. The Mayor's Council can be quite flexible in choosing committees. The selection of committees should reflect the most critical work of the council over the next 2-3 years. Much of that work is reflected in the Work Plan adopted in 2003. The council's work will also be affected by the impact of the upcoming transition of the AAEP project to community-based management and governance.

In light of the changing environment for the Mayor's Council, Global recommends a committee structure that includes the Executive Committee, the Program Development and External Relations Committee and Governance and Development Committee:

Executive Committee

The executive committee oversees operations of the Council and acts on behalf of the council during on-demand activities that occur between meetings. These acts are later presented to the full council for review. The Mayor's Council Executive committee also takes on the responsibility for planning, providing links between the council and ADS staff and other key activities.

Program Development and External Relations Committee

This committee is responsible for external relations including program activities. Following is a list of activities it could take on:

- Guide program implementation
- Conduct specific research and/or data gathering to make decisions about major functions
- Guide the development of approaches to providing services or activities
- Represents the organization to the community
- Plans and coordinates major events

Governance and Development Committee

The broad purpose of this committee is to increase the quality and impact of the council. It ensures effective board processes, structure and roles. Following is a list of responsibilities and activities for the Council Governance and Development Committee:

- Identify the needed board members skills
- Develop and maintain a list of potential board members,
- Suggest potential members
- Orient new council members
- Identify training to
- Retreat planning
- Provide appropriate training for the board and individual board members
- Recommend policies and procedures to strengthen the council

Global recommends the following in conjunction with the committee structure:

1. Ask each council member to serve on at least one committee
2. Revised the format of the agenda to accommodate reporting and processing of information from these committees and related decision making.